PrudentPedal

The CEO's Guide to Differentiation, Growth, and Scaling in Professional Services

A Strategic Framework for Revenue Generation and Market Leadership

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Executive Summary

Growth Doesn't Happen by Accident; It Happens by Design.

Scaling a professional services firm isn't just about working harder but working smarter. The best firms don't try to be all things to all clients; they focus relentlessly on those who value the value they provide. They don't just respond to market shifts; they anticipate and shape them. They don't let growth stall because of internal misalignment. They build systems that enable their people to show up as their best selves.

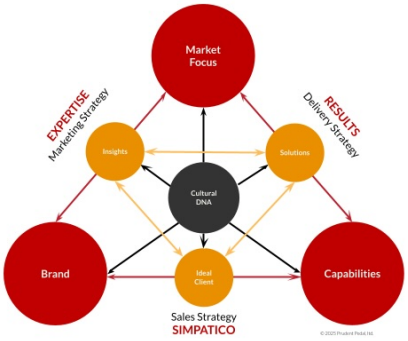
To reach their potential, firms must overcome three inescapable hurdles:

- **The Performance Envelope** – Keeping pace with commoditization and innovation
- **The Thinker-Seller-Doer Dynamic** – Turning expertise into commercial value
- **The BS of PS** – Human and structural dysfunction that stalls execution

Without a clear, cohesive framework to confront these forces, even great firms find themselves pedaling hard and going nowhere. Growth becomes a grind, not a plan.

Inspired by cycling coach Joe Friel's philosophy on peak performance, I present the Prudent Pedal Growth Framework. This dynamic model enables firms to think strategically, execute precisely, and scale sustainably. It aligns a firm's core growth building blocks to expand its performance capacity, unlock potential, and deliver measurable results.

The Prudent Pedal Growth Framework is built on a simple but powerful truth: *Firms that build Brand Preference win.* The professional services marketplace isn't driven by quality, integrity, more credentialed people, or marketing noise. It's driven by the ability to demonstrate Expertise, deliver Results, and establish Simpatico with the right clients. These are the firms that define the market, attract the best opportunities, and command premium fees.



Sustainable, profitable, strategic growth happens by design. **The Growth Framework is that design.**

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“When my legs hurt, I say ‘Shut up, legs!’”

— Jens Voigt

Training vs. Working Out: A Better Way to Think About Growth

Are you "working out" or are you "training"?

It wasn't just one ride. It was dozens. I'd roll out feeling strong, maybe even take a few pulls at the front. But then the pace picked up. The hills came. My legs stopped responding. The pack would pull away, and I'd be left alone—legs burning, lungs seizing, watching taillights disappear.

I had decent fitness. I showed up. I put in the time. But I had no structure, no goal, and no real feedback. I rode when I felt like it, went hard when the mood struck, and skipped when it rained. I wasn't preparing for anything. I was just exercising.

Meanwhile, the riders dropping me were training. They had a purpose. They were on periodized plans with base-building, power development, sprint work, and recovery. Every ride had intent. Every week built toward something. They weren't just stronger—they were smarter.

That's when it hit me: I wasn't getting dropped because I wasn't trying. I was getting dropped because I wasn't training. On the other hand, my fellow riders were preparing to race. When it rained, I stayed in. They went out and got wet.

I didn't like it, so I changed. I got coaching. I followed a plan. And I saw the results. My performance improved, and I stopped getting dropped. I started doing the dropping.

This shift in mindset changed how I approached cycling and, later, how I thought about firm growth. The goal isn't just activity—it's performance, and performance only happens with structure, purpose, and precision.

This isn't just about cycling. It's about how most firms approach growth—intuitively, reactively, and without a plan.

Why Cycling? Why This Metaphor? Because it's measurable, performance-based, and familiar to high achievers who train for outcomes—not just motion. What I saw on the bike, I've seen in boardrooms.

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> **When it rained, I stayed in. They went out and got wet.**

The Growth Dilemma in Professional Services

Every professional services firm—consulting, IT, accounting, law, or strategy—shares one thing in common: the drive to grow. Growth means scale, opportunity, better talent, brand value, and, ultimately, wealth creation. But for many firms, growth remains frustratingly out of reach. Despite their efforts, most never realize their potential.

The story is familiar. A CEO pulls me aside after a keynote or discovery call and describes a sales team struggling to generate leads, a marketing function either too tactical or disconnected, and a slow, inefficient, or dry pipeline. They've tried everything—rebranding, marketing automation, sales training, ads, sponsorships—but nothing sticks. He's looking for awareness and leads fast.

But once I dig deeper with the firm's leadership, the real issues come into focus—and they're rarely just marketing problems. They fall into three persistent buckets:

- **Market Pressure & Commoditization**: The firm lacks a clear POV on client issues. The value proposition is overly complex, and clients struggle to see what makes the firm different or valuable.
- **Execution & Commercialization Challenges**: Sales and marketing metrics are weak or missing. Core growth roles are vacant or ineffective. Internal systems and processes—from CRM to communication—are disjointed and unreliable.
- **Internal Friction & Cultural Dysfunction**: Leadership lacks alignment. Strategic goals compete. Partners protect client relationships. Utilization rules the day, while loyalty, innovation, and collaboration take a back seat.

These aren't isolated problems. They stem from three foundational growth hurdles:

- Managing the Performance Envelope – The ongoing cycle of commoditization and innovation that shapes markets, capabilities, and brand strength.

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- Channeling the Thinker-Seller-Doer Dynamic – The challenge of turning subject matter expertise into commercial success when the same people must innovate, sell, and deliver.
- Overcoming the BS of PS – The cultural and operational dysfunction rooted in professional services firms' structural and behavioral realities.

Until firms confront these challenges directly, growth remains elusive—not for lack of effort, but because effort alone isn't enough.

Firms think they're keeping up—until the market shifts. A competitor wins the deal they expected. Margins tighten. Demand slows. Their once-valuable expertise starts sounding like everyone else's. They realize they've been working out, not training.

Most firms never make the shift. They pedal along, hoping the momentum carries them while the best train for the next level. They know where they're going, how they'll win, and what it will take to get there. They align their systems to support that strategy—and execute with discipline.

It's worth asking a more profound question before we move into the growth hurdles and the model itself.

Why don't more firms train with purpose in the first place?

The reasons are very human and rooted in fear, uncertainty, and a natural resistance to discomfort. Firms behave like individuals in competitive sports. The reluctance boils down to three factors:

- **Lack of Confidence** (*Fear of Commitment*) – Some firms fear specialization limits opportunity. They hedge bets, hoping broad effort wins out. It doesn't.
- **Lack of Knowledge** (*They Don't Know How*) – Many firms confuse busyness with progress. They have no plan, milestones, or structure to focus their energy.
- **Lack of Discipline** (*It's Easier to Pedal Along*) – Real training is uncomfortable. It requires tough choices, accountability, and a willingness to push beyond the familiar.

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> **Don't just pedal harder.**
> **Train for the firm you want to become.**

Building the Mindset—and Model—to Grow

Not all professional services firms train for growth the same way. Some treat it as a disciplined pursuit, refining strategy and execution. Others work hard but lack structure and feedback—too many simply coast, relying on legacy momentum.

Here's what I see:

- **Elite Competitors** – They train with intent. They evolve, focus, and push for performance.
- **Weekend Warriors** – They hustle without structure. They grow, but inefficiently.
- **Recreational Riders** – They coast on past wins—and eventually get dropped.

Mindset matters. But mindset alone doesn't drive growth.

I used a training model created by cycling coach Joe Friel to improve on the road. It's built on two core ideas:

1. Sustained performance requires structure, balance, and focus.
2. By training key components separately—and combining them—you outperform.

Smart training isn't about maxing one strength. It's about developing the right mix to win.

To train a firm, you need systems.

That's where the **Prudent Pedal Growth Framework™** comes in. Inspired by Friel's model, it defines what winning looks like, identifies what needs conditioning, and builds the performance to win.

Let's explore the growth hurdles and how the model builds strength to overcome them.

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> **If you don't define what winning looks like, you can't train for it.**

The Three Hurdles Every Firm Must Overcome to Grow

HURDLE 1: Managing the Performance Envelope: Staying Relevant Today While Expanding Strategically for Tomorrow

Professional services firms are built on and driven by "big ideas" or emerging technology trends. Think of reengineering, dot-com, Y2K, Sarbanes-Oxley, outsourcing, cloud computing, cybersecurity, and AI. These trends have created and dismantled numerous firms and shaped distinct consulting eras. Remember names like Hammer and Company, Monitor Group, MarchFirst, Razorfish, MicroAge, and Hewitt, among many others.

These business trends affect professional services disciplines, industries, functions, geographies, and buyers in various ways. Nevertheless, they consistently shift buying interests, priorities, and power significantly. Ultimately, the capability, service, or consulting model that defines a firm's brand will become commoditized, outdated, or simply out of fashion. The firm will cease to grow; the latest marketing trend or a logo redesign will not remedy this.

David Kuhlman uses the term "performance envelope" to describe this phenomenon in his insightful book *Leading Firms: How Great Professional Services Firms Succeed and Your Firm Can Too* (Kuhlman, 2013). I appreciate this term because it resonates with my experiences as an athlete and encapsulates the challenges I have faced in firms for years. A performance envelope refers to the effective operating range of a system, machine, person, or process, defining its performance ceiling.

In professional services, we often use"core" business synonymously with the performance envelope. It represents the business that drives profitability, recruitment and

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training efforts, rewards structure, and brand. While some experience it more intensely than others, all cores face competitive pressure and technological commoditization. As firms confront commoditization, they experience increasingly specific and demanding RFPs, a higher volume of competitors, fee pressure, new buyer roles, and technological substitutions. This forces leaders to begin expanding the solutions that define revenue performance.

Figure 2: Expansion of the Performance Envelope

Exceeding the performance envelope carries risks, but expansion is vital for competitiveness and growth. If mismanaged, it can weaken brand strength, waste investments, and lead to revenue volatility. Navigating this tension requires business acumen, foresight, and resolute strategic decision-making, which many firms find challenging. Unfortunately, in many firms, the organization's political and reward structures (the BS of PS) hinder this vital evolution for three reasons:

1. First, the self-preserving Core's gravitational pull absorbs critical attention and investment that could be better used to develop opportunities and resilience at the periphery. Practice leaders are reluctant to let go of the past or share profits for R&D outside their control.

2. Second, most firms lack the foresight to identify the next trend because they ignore the commoditization cycle or lack the resources to explore potential opportunities.

3. Third, the firm's intellectual capital isn't designed to understand the market's evolving needs, reveal competitive threats, or prudently commercialize innovation.

If the Performance Envelope is not managed strategically, firms risk falling behind competitors or being overtaken by specialists. Ignoring the dynamic leads to costly reinvention, increasing their competitive disadvantage. No one is immune; the go-to-market strategy must address this issue head-on.

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Visualizing the GTM Burden of Expanding the Envelope

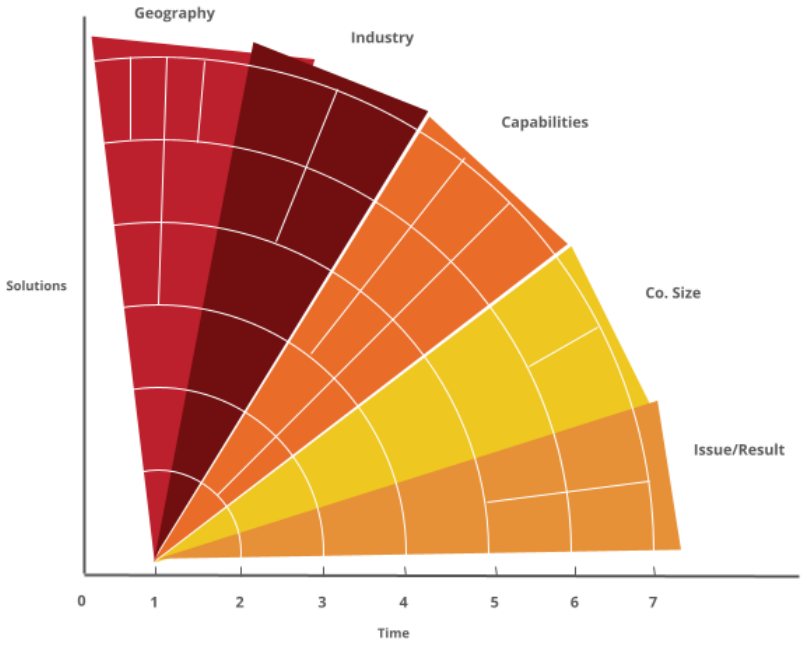
As firms grow, they naturally expand their reach by adding capabilities, entering new industries, pursuing different geographies, and addressing more varied client challenges. On the surface, this expansion appears to be strategic progress. However, beneath the surface, each new combination creates a distinct "solution" that your go-to-market (GTM) engine must support.

Each solution—defined as a unique combination of Capability, Industry, Company Size, Issue/Result, and Geography—requires its own positioning, messaging, content, sales enablement, and client delivery alignment. What starts as a single offering in one market rapidly evolves into numerous distinct permutations.

This is the hidden cost of growth.

The graphic below illustrates the expansion of the Performance Envelope. Each ring represents a specific period of time. Each pie slice indicates either a Capability or a Market Focus dimension. The white lines within the slices delineate distinct "markets" or solution permutations—each one represents a unique combination that marketing must support to ensure relevance and effectiveness differentiation.

The Cost of Growth



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As time progresses, the firm expands from a single capability in one market to a complex mix of segments. The number of GTM solutions that marketing must support doesn't grow linearly—it grows **exponentially.**

Not a Flywheel

Business leaders often look at this graphic and see a growth flywheel. What they miss is the underlying mechanics.

A flywheel implies momentum, ease, and self-reinforcement—the idea that once spinning, the system becomes more efficient over time. This model tells a different story.

As a firm expands its capabilities and market focus, complexity increases. Each new solution permutation adds friction, not momentum. Without structure, that expansion creates drag, not acceleration. The Expansion Fan™ reveals that growth requires intentional focus and tight coordination across Marketing, Sales, and Delivery.
Left unmanaged, the expanding performance envelope doesn't spin faster—it breaks down.

Without a structured GTM strategy and supporting systems, firms experience brand dilution, sales confusion, and inconsistent client delivery. Growth becomes a burden rather than a benefit. The Performance Envelope model is a tool to help CEOs visualize this complexity—and to reinforce a critical truth:

You must **earn the right to expand**, and ensure your brand, GTM infrastructure, and team capacity grow in parallel with your ambition.

> **You don't grow by doing more.**
> **You grow by staying relevant in more places, more consistently.**

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HURDLE 2: Channeling the Thinker-Seller-Doer Dynamic to Power the Firm

When Products Develop and Sell Themselves

In most product-driven industries, marketing is integral in driving growth by uncovering deep consumer insights, shaping product development, influencing packaging and pricing, and orchestrating how products appear on shelves and in shoppers' lives. Growth isn't just about making a great detergent or snack—it's about making the *right* one for the *right* consumer and delivering it in the *right* way. However, this responsibility primarily falls on the professionals delivering the work in professional services. These individuals serve as the firm's product developers, client relationship managers, and product—Thinkers, Sellers, and Doers.

Despite some debate on the subject, Thinkers align with Marketing, Sellers represent Sales, and Doers cover Product (Delivery). Many professional services firms mismanage this triad because they prioritize professional knowledge over the equally valuable expertise in sales and marketing. This approach misallocates resources, creates risks, and undermines the effectiveness of this strategic blend to innovation, commercialization, and market positioning.

This dynamic can manifest in various forms, but here are three common ways it influences growth.

1. Delivering an Inconsistent Client Experience

Clients form brand perceptions from their initial interactions with a company through marketing, sales, or personal encounters. Buyers see Marketing, Sales, and Delivery as a cohesive "client experience" and base their conclusions on these early impressions. This is summed up in the saying, "How you sell me is how you will serve me."

According to Source Global Research's Q3 Quarterly Survey 2024, buyers report that:

- 43% feel consultants focus more on selling than on understanding their needs.
- 41% believe firms discuss issues that don't resonate.
- 34% feel firms don't understand their business.
- 28% believe firms don't offer the right solutions.

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- 24% say firms don’t grasp my sector.

If the commitments made by Sales do not match the Marketing messages and the Delivery experience fails to meet those expectations, the firm’s reputation and growth potential suffer.

2. Launching Solutions Without Proper Due Diligence

Miscommunications can harm brands and relationships, but the Thinker-Seller-Doer dynamic mainly leads to wasted resources on solutions with limited market viability beyond one successful client. This occurs due to the SME halo effect and confusing matrix reporting structures that obstruct effective commercialization. Without strategic development, launch, sales, and management, firms waste resources, damage credibility, and restrict growth potential.

3. Speaking to the Market With Nothing to Say

Clients hire firms for expertise to solve challenges, not just for vague content. Even highly credentialed firms get lost without a unique viewpoint. I spoke with a value-added reseller claiming to be a “digital transformation expert," a buzzword that held no real meaning. The firm lacked clarity on the problems it addressed and its approach. Its sales team repeated generic vendor messages and offered no convincing solutions. Without a strong perspective, the firm failed to stand out and struggled to perform.

> **Firms often mistake content for clarity and activity for progress.**

It’s Time to Change Thinking About Marketing, Sales, and Delivery

As I stated, a firm's approach to managing its Thinker-Seller-Doer dynamic is influenced by how its leadership perceives and prioritizes the functional commercialization, promotion, and sales responsibilities within the Triad. Firms’ strategies for navigating this dynamic can be divided into two schools of Marketing thought: the Productivity School and the Growth School.

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The Productivity School views marketing as a corporate communications and design function. Marketing is a cost center that mainly supports consultant communications by creating appealing materials that maintain high line productivity. Sales focuses solely on lead generation. All strategic decisions are entrusted to line professionals and assigned to Sales and Marketing for execution. This approach assumes that line professionals possess sufficient market knowledge, business acumen, and commercialization expertise to develop, launch, and manage scalable solutions.

The Growth School integrates marketing, sales, and delivery to enhance growth and align company goals. Marketing serves as the client's voice and a catalyst for innovation by improving market insight and solution commercialization. Sales collaborates with marketing to effectively position solutions and streamline processes. The line applies its capabilities to problem-solving and delivering a unified client experience. This approach assumes that marketing should strategically impact the firm's revenue generation capability.

Table 3: Productivity School vs Growth School of Marketing Thought

	Productivity School	Growth School
Mindset	Marketing is a Cost Center	Marketing is a Revenue Generator
Purpose	Keep utilization high	Maximize profitable growth
Objective	Consultant Productivity Brand Awareness	Revenue Growth Client Loyalty Innovation
Approach	Maintain consistent brand ID, deliver sales support	Pursue growth opportunities and enhance client experience
Skills	Design Communication	Strategy Leadership Operations Digital
Metric	Activity	Impact

If a firm is going to manage its Performance Envelope and realize its growth potential strategically, it must tackle these key Thinker-Seller-Doer Dynamic issues by defining

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clear responsibilities, building appropriate capabilities, and aligning expectations and rewards accordingly.

> **The firms of tomorrow are in the Growth School of Marketing.**

HURDLE 3: Confronting the BS of PS: Removing the Organizational Drag on Growth

The final hurdle is often ignored but is easily recognized by employees, new and old. The BS of Professional Services ("BS of PS" for short) is a term I coined to describe the unique structural and human elements of the professional services operating environment. These include matrix structures, billable hours, trust-based relationships, the intangible and fungible nature of solutions, competing performance measures, high-performance cultures, and the behaviors they produce.

These traits render firms vulnerable to organizational turmoil and produce misalignment, disengagement, and suboptimal resource allocation. Without proper management, the BS of PS fosters behaviors that complicate growth strategies and result in the issues I outlined above in my typical CEO discussion.

Every organization experiences some dysfunction. Professional services firms have their abnormalities. One might refer to it as "messiness" to manage. After all, there is a reason the expression, "It's like herding cats." is so commonly used in firms. Each company has a unique term for its BS culture, ranging from "Dog Eat Dog" and "Survival of the Fittest" to "We eat our young." or "a Caste System." There are many others.

The messiness arises from a combination of factors:

- **Matrix Madness:** A matrix's role ambiguity can lead to unclear responsibilities, confusion, decreased employee engagement, and increased meeting time that detracts from core responsibilities.
- **Utilization as King, Queen, and Prince:** Emphasizing billable hours at the cost of other essential initiatives. Utilization dictates the day's priorities. While utilization is

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important, no other single metric contributes to such a high degree of adverse behavior.

- **Practice-Centric Outcomes:** Focusing solely on practice revenue, utilization, and profitability can hinder collaboration and innovation across the firm.
- **Sub-optimal Resource Allocation:** Resources are typically allocated based on the size of the business line or partner influence rather than strategic growth potential.
- **Decentralized Ownership Structures:** Partnerships provide autonomy, tenure, decision-making authority, income, and status. Partners are owners and act accordingly.
- **Paths of Least Resistance:** Firms are political. If you're a "boss" without actual authority, it's easier and safer to live and let live and allow others to pursue their agendas.
- **The Tyranny of Choice:** Leaders and partners often avoid strategic decisions that involve confrontation, opportunity costs, or reputational risks.

These dynamics make it hard to think strategically and act decisively. Many firms default to a "grow everything" strategy to avoid tough trade-offs. It sounds ambitious, but it fails every time. Without clear decisions and genuine focus, priorities fragment and execution falters.

> **There is a reason the expression, *"It's like herding cats."* is so commonly used in firms.**

Engineering The BS of PS Out of the Go-to-Market Strategy

A firm aware of the BS of PS sees the connections between avoidance and unproductive actions. They discern and address issues before they grind the firm's growth efforts to a halt. For example, they ask tough questions like:

- Are we investing resources and time into a practice that is clearly off strategy because we can't say "No." to a powerful partner?

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- Are we realigning our P&Ls to better serve clients, or is this due to a power play that we are unwilling to confront?
- Should we blame poor data on an impartial CRM tool when our culture lacks accountability and trust in sharing relationships?
- Are we creating a brochure because it adds value for clients or because our team is reluctant to sell?
- Did we let go of the marketing leader because he couldn't execute, or was our business strategy completely unrealistic?

Allowing difficult decisions to linger leads to chaos and suboptimal performance. The BS of PS is prevalent in most professional services firms, and if it goes unrecognized and unaddressed, it stifles growth and damages a firm's morale, reputation, and legacy. Strong values, clear roles, and accountability in decision-making are the foundations for healthy growth.

Overcoming These Hurdles

Until firms address each challenge, they will face suboptimal growth. That's where the Prudent Pedal Growth Framework comes in. It's not just about growing; it's about growing with strategic clarity, operational focus, and cultural alignment. In short, growth that moves your firm toward the clients you want, the work that matters, and the performance needed to scale.

Let's jump into the framework to understand how it works and how to use it to reach your full potential.

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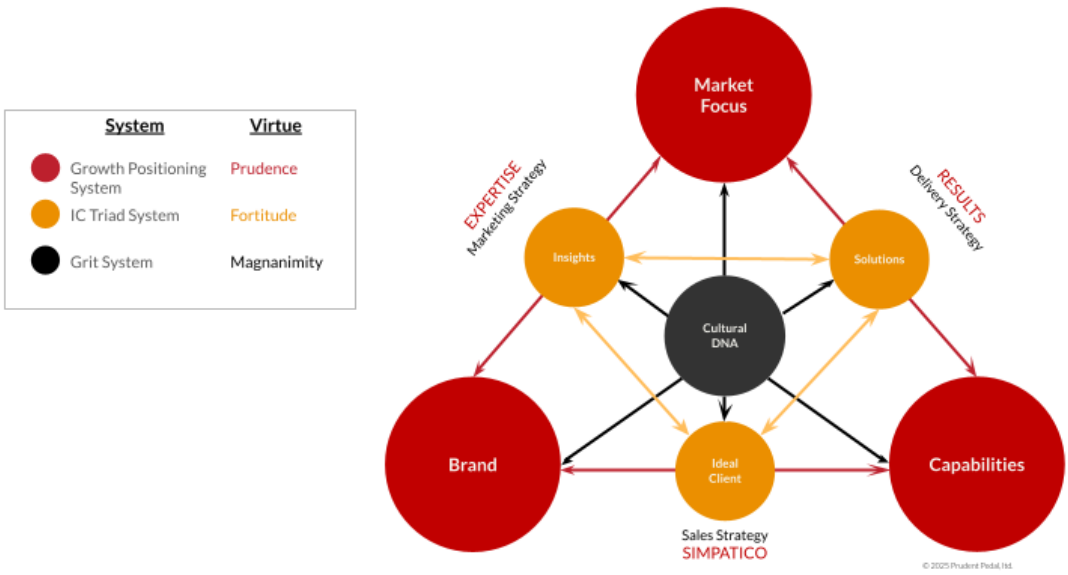
"If you want to get fast, you have to go where the fast guys are."

— Steve Larsen

The Prudent Pedal Growth Framework: How It Works

Like Friel's Triangle, the Prudent Pedal Growth Framework™ incorporates key elements to manage the Performance Envelope, channel the Thinker-Seller-Doer Dynamic, and engineer much of the BS of PS out of the process.

Figure 1: Prudent Pedal Growth Framework



Understanding the Framework's Design

The Prudent Pedal Growth Framework™ is comprised of seven Elements. It prioritizes *Market Focus*—not because it's more important, but because growth starts with clarity about where to play and how to win. *Brand* and *Capabilities* form the base. Together, the three red Elements define the firm's strategic posture and represent the GPS System.

The supporting Elements—*Insights, Solutions, Ideal Client*—enable execution. They form the IC Triad System and translate strategy into scalable value. Cultural DNA is at the center. It fuels and constrains every decision, behavior, and promise. That's why it sits at the core of the Framework and powers the Grit System.

This is not a hierarchy. It's a molecule. Each Element is interdependent. The structure simply reflects how high-performing firms think, align, and grow.

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The Growth Framework isn't just a go-to-market playbook. It's a performance system designed to help firms grow with intention, alignment, and repeatable strength.

It enables firms to:

1. Define what performance and winning look like.
2. Build the systems and capabilities to achieve it.
3. Activate people and execution across the business to drive growth.

These aren't steps. They're connected disciplines that reinforce each other in a system built to scale.

Let's look closer at each—**Define, Build, Activate**.

1. Define Winning: The True Measure of Success—Brand Preference

If you're unclear on what wins races and your current performance level, you can't train it.

Revenue growth and profitability absolutely matter—but in professional services, the ultimate driver of revenue growth, client acquisition, and long-term success is *Brand Preference*.

Preference separates firms that win consistently from those that struggle for relevance. It's the difference between competitive RFPs and sole sourcing, or having your call taken or ignored. Being the firm of choice means commanding premium pricing, reducing sales friction, accelerating market expansion, and attracting top talent.

Brand Preference isn't just about visibility. It's about owning a strategic, meaningful position in the buyer's mind. Getting to it evolves in three stages:

1. **Brand Awareness**: The first step is to generate recognition of the firm's name and presence in the target market.
2. **Brand Relevance**: Next, marketing efforts must build familiarity and demonstrate expertise to gain the necessary "permission to play" in the market.
3. **Brand Preference**: Finally, the firm creates a bias in buyers' minds, and clients actively choose it over competitors.

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The Three Drivers of Brand Preference

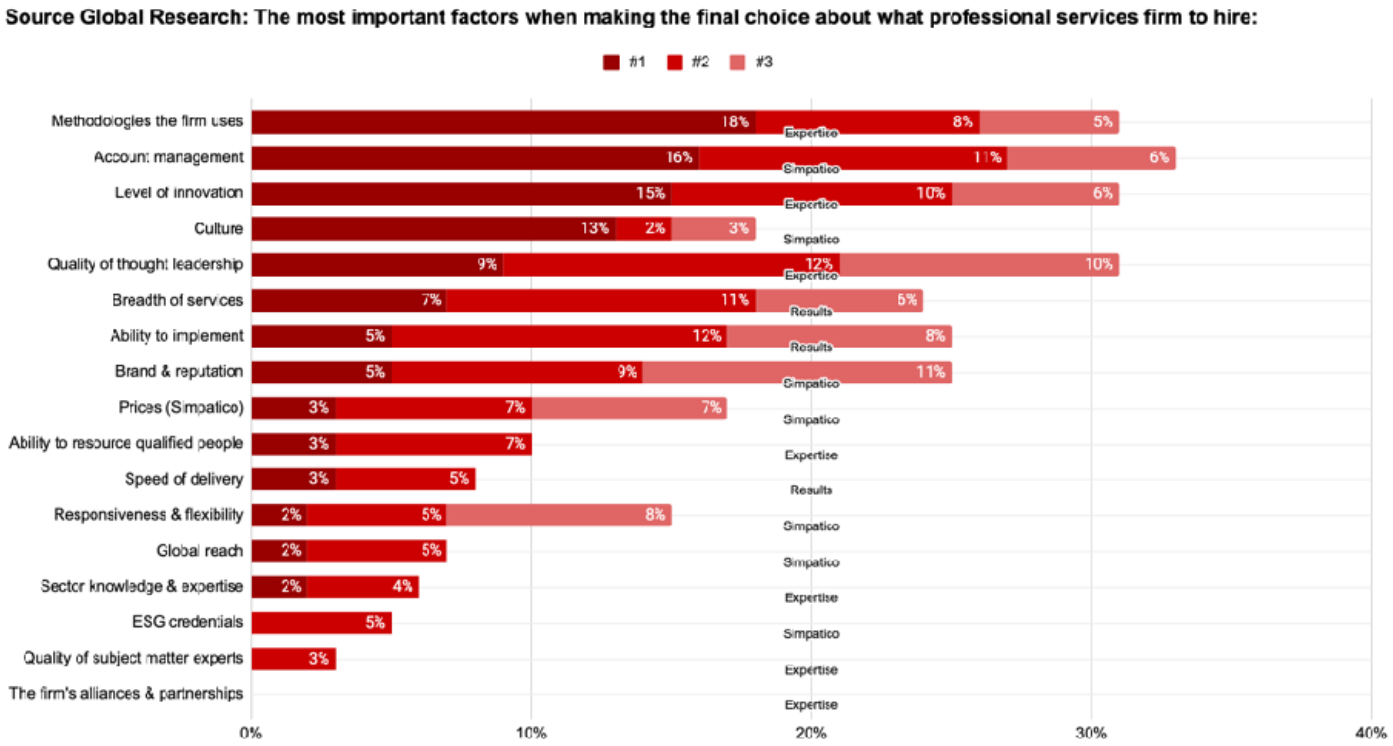
Professional services firms often misinterpret what influences client selection, believing that quality, integrity, price, and size are the most important. While these table stakes are important, research shows clients value firms that understand their needs, deliver results, and build strong relationships.

After years of branding global firms and analyzing buying behavior, I've found that every professional services purchase decision ultimately consolidates into one of three drivers:

- Expertise → "Do they have unmatched knowledge and capabilities?"
- Results → "Can they prove their solutions work in the real world?"
- Simpatico → "Do I trust and enjoy working with them?"

A 2024 study by Source Global Research reinforces this reality. Below are the attributes identified by buyers, ranked 1-3, labeled with my equivalent driver label.

Figure 4: Brand Preference Drivers



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These are not outlier data. Research report after research report reveals that firms unable to demonstrate Expertise, showcase Results, or create Simpatico, lose the work. Let's examine each driver category.

Expertise: The Knowledge to Navigate the Unknown

Clients hire experts because they need confidence in their decisions. They expect a firm to possess knowledge, insight, and execution capability beyond their own and competitors. Expertise isn't just about having smart people. It's about proving a firm has mastered the issues clients face.

A consultant who disseminates generic thought leadership without showing a nuanced understanding of a client's business is not viewed as an expert. They're just another vendor. Conversely, firms that cultivate deep insights, publish compelling perspectives, and engage in meaningful conversations earn credibility and preference.

Example: As a team owner hiring a Sporting Director to win the Tour de France, you'd seek a leader with proven expertise in cycling performance—physiology, race strategy, training, aerodynamics, equipment, nutrition, psychology, and Tour history. Their knowledge would improve decision-making, inspire confidence, attract top riders, and give your team a strategic advantage.

Results: The Proof That Expertise Translates into Outcomes

Expertise means nothing without evidence that it delivers real impact. Clients don't buy credentials—they buy solutions that drive business outcomes. Buyers want proof that a firm has successfully solved similar problems in the past. Case studies, client lists, and market share are tangible proof that validates a firm's ability to deliver. No Results, no "permission to play."

Example: You'd want a Sporting Director with a track record of performance whose leadership translated into stage wins, podium finishes, and team success, and whose riders consistently deliver in high-stakes races. You'd look for quantifiable outcomes like team rankings, successful breakaways, jerseys won, and careers developed.

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Simpatico: The Trust That Makes the Race Possible

Beyond delivering results, firms must align with their clients' ways of thinking, working, and solving problems. Simpatico measures alignment and ease of working together. It's the difference between a vendor and a strategic partner. The best client relationships feel effortless because both sides share a mutual understanding of what success looks like.

It's not just about being likable—it's about being in sync with the client's priorities, culture, and way of operating. A significant reason firms lose deals is that clients feel misunderstood. Firms that listen well adapt to client needs, and proactively solve problems build strong, lasting relationships.

According to Source Global Research, when clients were asked why they had reduced their use of a firm, the top reasons were that consultants

1. Were difficult to work with, and

2. Weren't proactive.

Example: You'd want a Sporting Director who fits your team's culture—someone riders trust, staff respect, and sponsors enjoy. Someone who communicates clearly over the race radio, knows how to motivate on the team bus, and creates alignment between training, tactics, and execution.

Why These Three Matter

I did not choose Brand Preference as the core framework performance measure randomly. A firm that hasn't reached Brand Preference remains fighting for recognition and relevance. The Growth Framework aims to systematically move firms from Awareness to Preference by aligning marketing, sales, and delivery to reinforce what truly matters to clients. If the best clients want X, why would we not build the firm to deliver X?

> **If the best clients tell us they want X, why would we not build the firm to deliver X?**

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2. Build the Systems and Capabilities to Overcome Challenges and Create a Virtuous Growth Cycle

The Prudent Pedal Growth Framework is built on three integrated systems designed to overcome hurdles: the **Growth Positioning System (GPS)**, the **Intellectual Capital Triad System (IC Triad)**, and the **Grit System**. Together, they form a **virtuous growth cycle** that helps firms align strategy, execution, and culture to grow with purpose. Three crucial things to note about the Systems.

First, each System in the Growth Framework is designed to overcome a growth hurdle.

Table 4: The 3 Growth Framework Systems

System	Purpose	Hurdle It Solves
Growth Positioning System (GPS)	Sets the firm's direction—where it's going, why it matters, and how it will win	Performance Envelope
IC Triad System	Informs Performance Envelope strategy, drives innovation, and builds brand preference.	Thinker-Seller-Doer Dynamic
Grit System	Aligns culture, leadership, and accountability to reinforce growth strategy	The BS of PS

Second, each System also demands a mindset—a way of leading—to maximize its potential effectiveness.

- The **GPS** requires **Prudence**: the ability to govern oneself through reason, making careful and thoughtful decisions that consider both the present and future consequences of actions. Prudence embodies wisdom, insight, and foresight.
- The **IC Triad System** thrives with **Fortitude**: mental and emotional strength needed to confront adversity with courage, perseverance, and determination. This quality allows individuals to sustain their resolve and character even in challenging situations.
- The **Grit System** relies on **Magnanimity**: a virtue that encompasses kindness, generosity, and a noble spirit with noble goals, balancing confidence with humility.

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These virtues aren't theoretical. They manifest in how leaders choose to focus, hold teams accountable, and model excellence.

Finally, these systems aren't independent. Growth doesn't come from systems alone or leadership alone. It comes from both—working in harmony. The best firms build disciplined structures *and* lead with intention. One without the other stalls.

Like atoms in a molecule, they depend on one another. The entire framework slows or stalls if one system fails to perform its job. Like a drivetrain under pressure, performance suffers when leaders and systems are out of sync. Together, they shift the firm to bigger proverbial gears—smoothly, decisively—to gain power exactly when and where it's needed most.

In the following pages, we break down each system in detail—what it does, how it works, and the strategic imperatives leaders must address to implement it.

3. Activate People and Execution Across the Business: How the Thinkers, Sellers, and Doers Create Value

The Framework's **Sides** represent the core functions of the firm. Each functional Side owns the Elements on its side, and its strategy is responsible for delivering a key brand preference driver:

- **Marketing** drives **Expertise** by positioning the firm as a trusted authority.
- **Sales** drives **Simpatico** by building alignment and trust with the ideal client.
- **Delivery** drives **Results** by demonstrating the firm's ability to deliver on its promises.

Thinkers fuel the Marketing Strategy. Sellers execute the Sales Strategy. Doers drive the Delivery Strategy. Together, they create a scalable, adaptable, high-performance GTM system.

Firms that win in professional services:

1. Don't just market. They build preference.
2. Don't just sell. They align with the right clients.
3. Don't just deliver. They produce results that compound over time.

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> **The Growth Framework isn't a playbook—it's a performance system.**
>
> **Framework = Strategic clarity**
>
> **Systems = Structural execution**
>
> **Virtues = Human performance accelerant**

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"The best rides are the ones where you bite off more than you can chew and live through it."

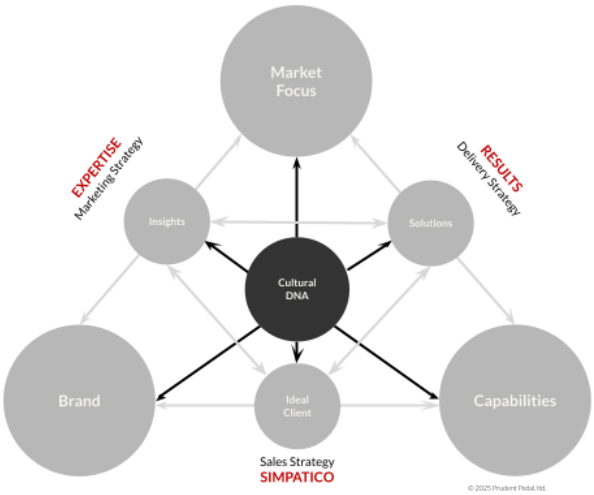
— Doug Bradbury

Using the Growth Framework to Unleash Your Performance

Let's begin with the system at the heart of the framework, the Grit System.

SYSTEM 1: The Grit System: Culture as a Growth Driver

The Grit System tackles the BS of PS hurdle.



Simply put, a firm's culture dictates whether it is "working out" or "training." Culture has a direct effect on go-to-market success because, in professional services:

Brand = Reputation = Behavior

A firm cannot promote a Brand inconsistent with the experiences its behaviors generate. You get the brand you earn.

The Cultural DNA element represents the values and beliefs that shape how the firm delivers its promises. The Grit System sits at the core of the Framework because culture drives behavior and affects every aspect of a firm—from hiring practices to sales strategies, client interactions, and service delivery. The system ensures that internal behaviors reinforce its external promises.

Strategy without cultural alignment is just wishful thinking. Most firms suffer from misalignment between what leadership wants and how the firm behaves. The Grit System connects strategic ambition with the firm's actual DNA. It ensures values, expectations, and execution are harmonized across Marketing, Sales, and Delivery. Without cultural alignment, strategy stalls. The Grit System creates accountability, builds a culture that supports growth, and ensures that how a firm shows up—internally and externally—reinforces the brand.

Building a high-performance culture takes more than rules. It takes virtue. This system requires the virtue of **Magnanimity**: a big-heartedness that chooses the firm over ego, generosity over silos, and excellence over ease. Gritty firms have the courage to choose

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discomfort over comfort. They embrace the pain, friction, and discipline that come with growth—because they believe in something bigger than themselves.

The "Best Selves" Concept: Unlock Potential by Being Who You Are

Every professional services firm operates within the BS of PS. It's inescapable. However, the most successful firms don't resist it. They recognize it, accept it, and turn it into an advantage. They don't dilute their culture by trying to be someone they are not or by trying to be everything to everyone. Instead, they play to their strengths, align with Ideal Clients who value their approach, and build systems that enable their people to operate as their Best Selves.

The idea of Best Selves describes how the firm behaves, operates, and delivers when it fully aligns its work with its greatest collective potential, leverages its strengths, and showcases its distinctiveness. When a firm works with clients who value its distinct expertise, approach, and way of working, everything improves—results, relationships, culture, and long-term success.

> **A firm cannot promote a brand inconsistent with the experiences its behaviors generate.**

Leaders must answer key questions to clarify what their firm's "Best Self" looks like:

- **What behaviors do we demonstrate when performing as our "best selves"?**
  These habits, values, and traits drive aligned, high-performance execution.
- **What *Results* are we producing?**
  This defines the tangible business outcomes—growth, efficiency, financial performance—that matter most to clients.
- **What *Expertise* are we demonstrating?**
  Focus on practical knowledge that genuinely distinguishes you in the market.

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- **What is our attitude?**
  Confidence? Humility? Rigor? This shapes how your people engage with clients and one another.
- **How is the client describing us to peers?**
  Your best self is reflected in clients' stories about you when you're not in the room.
- **What do our relationships look like?**
  From trust and responsiveness to mutual success, great firms are defined by their relationships.

The "Best Selves" concept is essential for a Market Focus that positions the firm for sustainable success. It enhances engagement with the Ideal Client and aligns the firm's offerings to deliver exceptional results. Leaders can shape the firm's culture and growth strategy by nurturing the behaviors that define its best.

A Word of Caution on "Best Selves"

Many firms misinterpret their "Best Selves" as the version that feels easiest, most natural, or an aspirational ideal. However, the best version of a firm isn't always the most comfortable; it's the one that shows up with discipline, courage, and accountability. A firm that avoids discomfort may appear aligned but remain stagnant. True growth demands that we stretch toward our best, not coast within our comfort zone.

The Importance of Culture on the Growth Framework

The Growth Framework is not just a collection of elements; it is the strategic guide that directs the firm's innovation and growth.

Culture governs execution. Without cultural alignment, strategy stalls. The Grit System ensures that internal behaviors reinforce external brand promises and turns ambition into performance.

At the highest level, the leadership team must collaborate to define and oversee the strategic directional elements in the GPS System. GPS, in turn, aligns with the firm's cultural strengths to establish the operating instructions for the Grit System. The Grit System is not merely a tactical model; it is a high-level strategic mechanism that orchestrates how the firm defines, communicates, and delivers the value it provides to

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clients. It ensures that this value continuously evolves in response to a competitive, rapidly changing market.

As we will see, growth depends on the firm's ability to align Marketing, Sales, and Client Delivery within the Grit System to leverage the firm's culture. When these functions operate harmoniously, they drive innovation, provide a cohesive client experience, and build Brand Preference. Conversely, if the firm functions in silos, lacks trust, or does not recognize each function's contributions, unifying these critical growth functions to realize potential becomes considerably more challenging.

Culture constrains go-to-market options. If a firm's culture doesn't prioritize innovation or intellectual capital, it can't credibly compete as a thought leader. It limits Sales and Delivery choices if it doesn't empower Sellers or embrace process. The BS of PS flavor limits what works—and what doesn't. A firm must know itself to go to market effectively. This is why the "know thyself" principle is crucial for a firm to present its "Best Self" in the market.

Leadership shapes the firm's culture through its actions, not just words. When the go-to-market strategy aligns with the culture, it fosters a unified client experience that enhances brand reputation and promotes long-term success.

> Culture defines how far your firm can go and how fast it can get there, but
>
> **Grit determines whether you stay in—or go out and ride in the rain.**

.

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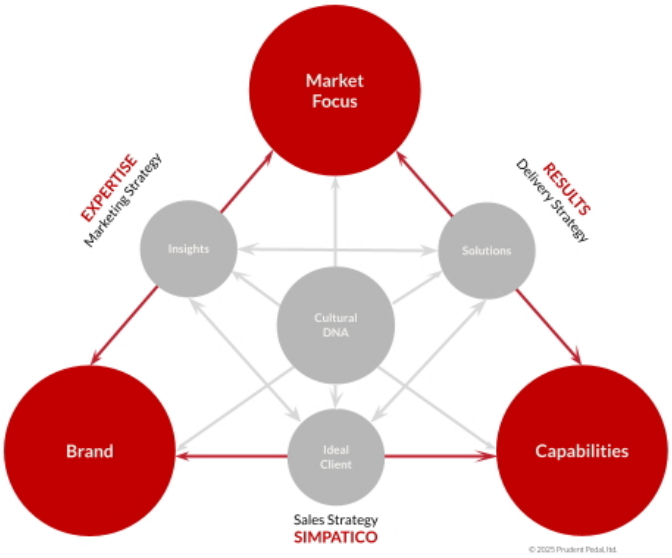
SYSTEM 2: The Growth Positioning System: Navigating Change, Commoditization, and Opportunity

The Growth Positioning System tackles the Performance Envelope hurdle.

Figure 6: Growth Positioning System (GPS)



Wayne Gretzky, a Hall of Fame goal scorer, offered an insightful metaphor for managing the Performance Envelope when he said, "A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be." The Growth Positioning System serves as a plan to skate to where the puck will be.

Sustained growth demands focus. Yet most firms drift—spread across too many markets, with too many messages and too few standout capabilities. A firm that lacks clarity on Market Focus, Brand, or differentiating Capabilities will drift. The GPS establishes the strategic discipline to make better choices, concentrate effort, and ensure the firm stays oriented toward long-term success.

- **Market Focus**: Concentrate on high-value, profitable markets to avoid dilution.
- **Brand**: Establish credibility and the "permission to play" in those markets.
- **Capabilities**: Recognize and develop your key strengths that differentiate you.

This system requires **Prudence**—foresight, shrewdness, and timely judgment. It's about seeing clearly and choosing wisely. Growth isn't just about ambition. It's about direction. It details how the firm will effectively manage the evolution of its Capabilities, Market Focus, and Brand at the performance envelope's edges while safeguarding the core.

These Elements address strategic questions and define the firm's timeless value proposition.

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Strategic Imperative - Grit System

Leadership Questions:

1. How do our behaviors, decision-making processes, and team alignment impact our ability to sell, market, and deliver effectively?
2. What internal BS of PS is slowing us down?
3. How do we ensure our culture supports—not sabotages—our strategy?

CEO Actions:

- Clarify What Culture Supports Strategy: Define the values and behaviors that enable your firm to win—and make them visible.
- Align Incentives: Ensure performance metrics and rewards reinforce the behaviors you want to scale.
- Create Feedback Loops: Build systems for leaders and teams to regularly evaluate whether the culture supports or sabotages growth.

To Build Magnanimity, Practice This:

Magnanimity is greatness of spirit. It requires humility, confidence, and generosity in leadership.

- Think Bigger Than Your Role: See firm-building as a stewardship responsibility, not just a career move.
- Share Credit and Responsibility: Elevate others while owning the tough decisions.
- Invest in People: Coach emerging leaders, invite accountability, and model the behaviors you want multiplied.

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GPS provides strategic clarity by defining the firm's blend of Expertise, Results, and Simpatico for which it wants to be known. GPS defines where the firm is going, why it matters, and how it will wi

Market Focus

Defines the markets the firm will prioritize to ensure that the firm's growth strategy is laser-focused on the right opportunities. Market Focus is a strategic tool that propels a firm toward its growth objectives. By narrowing your focus, you bring precision to every aspect of your operations and create a clear path to sustainable growth.

Here's how:

- **Clarity and Direction for Resources:** Focus prioritizes high-potential areas and guides allocating limited resources.
- **Enhanced Client Acquisition and Retention:** Focus helps firms tailor messaging and services to specific client needs, which enhances marketing effectiveness, acquisition, and delivery.
- **Stronger Competitive Positioning:** Positioning the firm as a specialist for specific client challenges helps it stand out from general competitors, attract high-value clients, and justify premium pricing.
- **Market Intelligence and Thought Leadership:** Focusing on specific problems helps build deeper expertise and gather valuable market intelligence faster.
- **Scalable and Sustainable Growth:** Focus allows firms to achieve steady, sustainable growth and avoid the inefficiencies of trying to serve every market.

The BS of PS significantly impedes achieving Market Focus. Internal politics, partner interests, and risk aversion can lead to strategic indecision, siloed operations, and ineffective marketing characterized by a "one-size-fits-all" approach that fails to resonate with clients. To succeed, firms must select a Market Focus and invest heavily in dominating that space.

Capabilities

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Capabilities specify the essential skills, processes, and resources the firm needs to deliver value (Results) and differentiate itself in its Market Focus.

These Capabilities are vital for achieving strategic objectives and extend beyond professional competencies like strategy, tax, and project management. They include attracting clients, maintaining relationships, leading, teaching, and developing talent, as well as innovation, business acumen, selling, and emotional intelligence. Firms often define their capabilities too narrowly and overlook skills that set them apart.

Firms can make a mistake in the opposite direction by misjudging the skills required to engage in meaningful conversations with executives or to provide solutions that align with their needs. Just because you want to sell to CEOs doesn't mean you are equipped to. Capability-market alignment in professional services is no different than product-market fit for a manufacturer. Targeting a market without the necessary skills is foolhardy and can severely impact resources and reputation. A firm must choose markets aligned with its existing capabilities, develop the necessary skills in-house, or acquire them externally.

Brand

Measures the firm's market credibility, or its "permission to play," in its chosen segments. It is the foundation for positioning the firm in new market areas and defines the relevance "gap" it must close to compete.

When a firm strategically chooses to attack a new market or add a new capability, it will need to build its Brand relevance for that Capability in that Market Focus by demonstrating Expertise, Results, and Simpatico. McKinsey holds brand relevance in strategy but has zero in accounting. A weakness in one or more of the brand preference attributes will inform the fastest marketing, sales, and delivery approach to close the gap and drive revenue in that market.

For example, if a brand possesses strong Expertise but limited Results and Simpatico strength, it might be viewed as an "Academic" brand with unacceptable risk (i.e., great ideas but no Results to demonstrate they work in the real world). To win business, the firm may need to reduce its pricing to mitigate that risk as it builds credibility. Conversely, if a firm has strong Simpatico (i.e., relational trust) but lacks either Expertise or Results in

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the new markets, it can rely on individual relationships to acquire business. Buyers may engage the firm, but lead volume will be lower and sales cycles slower.

When managed correctly, this natural lifecycle of peripheral expansion allows firms to:

1. Experiment on the growth edge despite unknowns and potential failures
2. Reduce the need for a wholesale, expensive, and convulsive firmwide "reinvention."
3. Meet the sales needs of today.

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To succeed,
firms must select a Market Focus
AND
heavily invest to dominate that space.

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Strategic Imperative - GPS System

Leadership Questions:

1. Where will the firm compete to achieve its growth goals? What markets are both profitable and have room for the firm to differentiate itself?
2. What are the necessary capabilities to meet the needs of these markets? Does the firm have these capabilities or a plan to evolve current capabilities to maintain competitive advantage?
3. What must be done to close the gap between the firm's current brand positioning and the desired positioning in new target markets?

CEO Actions:

- Define Strategic Focus Areas: Identify and articulate the firm's core competencies and target markets to ensure alignment across all functions.
- Evaluate Market Position: Analyze the firm's current market position, competitive landscape, and client perceptions to inform strategic decisions.
- Establish Decision-Making Frameworks: Implement structured processes for evaluating opportunities, ensuring they align with the firm's long-term objectives and values.

To Build Prudence, Practice This:

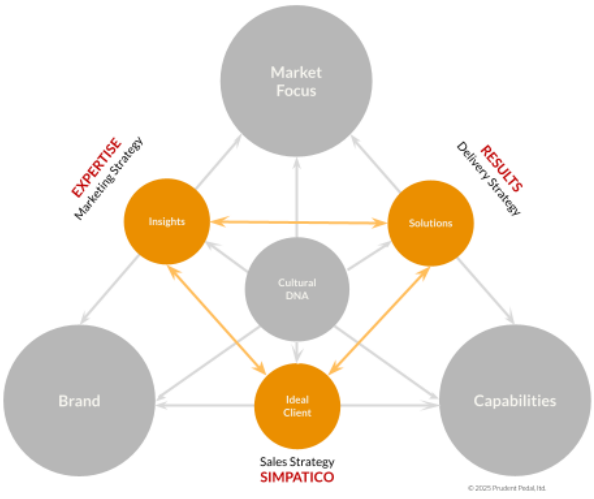
Prudence is the ability to make wise decisions at the right time for the right reasons. It balances vision and realism, instinct and discipline.

- Encourage Reflective Thinking: Build regular pauses into leadership routines to examine outcomes and challenge assumptions.
- Promote Open Dialogue: Create space for dissent, invite contrarian views, and reward clarity over certainty.

SYSTEM 3: The IC Triad System: Converting Knowledge into Revenue-Generating Value

The IC Triad System tackles the Thinker-Seller-Doer Dynamic hurdle.

The IC Triad System (*IC = Intellectual Capital*) ensures Marketing, Sales, and Delivery—your Thinkers, Sellers, and Doers—work together to translate strategy into results.



Most firms expect the same people to

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innovate, sell, and deliver. But without a system to support that reality, they struggle to commercialize their insights and scale their value. Sales, Marketing, and Delivery aren't just departments; they're the performance levers that operationalize the firm's expertise, connect with the right clients, and deliver results that build reputation.

Each function drives one of the Brand Preference outcomes:

- **Marketing** converts Insight into visible **Expertise**.
- **Sales** creates connection and trust with Ideal Clients—the foundation of **Simpatico**.
- **Client Delivery** turns promises into **Results** that reinforce the firm's value.

Individually, each plays a role. Together, they form a system that only functions effectively when integrated. Many firms treat these teams as disconnected silos. In contrast, market-leading firms ensure these teams share intelligence, reinforce the same strategy, and connect seamlessly from positioning to proof. This approach allows firms to demonstrate their beliefs on a large scale, in the market, and in every client interaction.

This system requires **Fortitude**—the curiosity to explore, the confidence to take smart risks, and the tenacity to commercialize. Strategy means nothing if you can't bring value to market.

Insights

Insights (research, market intelligence, client understanding) enable Marketing to communicate a compelling POV that educates, influences, and builds "permission to play" in its Market Focus. The stronger the Insights, the more authoritative and differentiated the firm's Expertise appears in the market. Thinkers generate intellectual capital that fuels differentiation, credibility, and market relevance.

Solutions

Solutions (innovations, methodologies, and structured offerings) translate the firm's Capabilities into concrete outcomes for clients. High-quality results not only meet client expectations; they serve as the proof points clients seek and bolster the firm's reputation and differentiation. Doers translate insights into actionable, results-driven Solutions that solve pressing client challenges. Solutions should be strategically linked to the core value

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proposition while stretching the limits of Core offerings to meet new demands. This drive for innovation embodies the essence of the Growth Framework and is essential for growth, competitiveness, and outstanding performance.

Ideal Clients

The Ideal Client (the right buyers within the firm's Market Focus) values the value the firm provides and allows its people to show up as their best selves. By aligning Sales efforts with Ideal Clients, the firm shortens sales cycles, reduces pricing pressure, and deepens relationships, which increases long-term revenue and retention. Sellers identify and build relationships with clients that drive sustainable growth.

Each Triad element continuously interacts with the others:

- **Insights shape Ideal Client selection** by identifying emerging needs and market shifts.
- **Sales conversations refine Solutions** by revealing new pain points and opportunities.
- **Solution innovation fuels Insights** by expanding what the firm knows and can deliver.

Together, these elements form a feedback loop that ensures the firm evolves intentionally—not just as a reaction to competition or market trends.

Align and thrive, or misalign and struggle.

By embedding Thinker, Seller, and Doer directly into the framework, we clarify that the IC Triad is not an abstract model—it's how the firm actually functions. This alignment enables every leader to see their role in the firm's growth, making strategy execution more cohesive, actionable, and sustainable.

Firms that fail to formalize and optimize their IC Triad provide undifferentiated Insights, commercialize Solutions reactively, and pursue less valuable clients. Successful firms understand that Marketing, Sales, and Delivery are not separate functions and achieve sustainable growth by developing integrated strategies through the IC Triad. The firms that build Fortitude across the IC Triad aren't just busy; they're building market-moving momentum—despite the rain.

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> **You can’t buy fitness.**
> **You earn it, one ride at a time.**
>
> Anonymous

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Strategic Imperative - IC Triad System

Leadership Questions:

- Does our intellectual capital give us a clear competitive advantage in the markets we want to own?
- Are we investing in the right Solutions to fuel long-term growth and market relevance?
- Is our brand known for the business outcomes we create, or just the services we sell?
- Where are the breakdowns between Marketing, Sales, and Delivery that are slowing our growth?
- Who are the Ideal Clients that value what we do best and allow us to operate at our full potential?

CEO Actions:

- Audit your current Marketing, Sales, and Delivery functions for integration gaps.
- Define what "expertise" means in your firm—and how it's made visible to the market.
- Assign owners to critical handoffs between business development and client delivery.

To Build Fortitude, Practice This:

Fortitude is built in the fire of tough decisions and commercial courage. It's how leaders carry insight across the line.

- Push teams to clarify their point of view—and stand behind it.

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Conclusion: Growth by Design, Not by Chance

Scaling a professional services firm isn't about working harder but working smarter. The difference between firms consistently outperforming the market and those that plateau isn't effort. It's strategy. It's alignment. It's the ability to see beyond the day-to-day and design a growth model that delivers.

The Prudent Pedal Growth Framework is built on a simple but powerful truth: Firms that build Brand Preference win. The professional services marketplace isn't driven by quality, integrity, more credentialed people, or marketing noise. It's driven by the ability to demonstrate *Expertise*, deliver *Results*, and establish *Simpatico* with the right clients. These firms define the market, attract the best opportunities, and command premium fees.

Yet, too many firms fall into the same traps. They spread themselves thin across too many initiatives. They fail to recognize when the market has shifted. They rely on past success rather than future strategy. The result? Slow, incremental growth—or worse, stagnation.

This framework forces the hard but necessary conversations. Are we competing in the right markets? Are we evolving our capabilities fast enough? Are we positioning ourselves as the definitive experts in our space? Are we aligning our sales, marketing, and delivery to drive real, strategic growth or just checking boxes?

None of this happens by accident. The best firms don't rely on gut feelings, outdated strategies, or wishful thinking. They structure their growth. They refine their approach. They commit to a model that continuously expands their Performance Envelope, integrates the Thinker-Seller-Doer Dynamic, and eliminates the BS of PS that holds most firms back.

Ultimately, it's not just about structure or leadership—it's about both.

- Framework = Strategic clarity
- Systems = Structural execution
- Virtues = Human performance accelerant

That's what drives growth that lasts.

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Firms that master this approach don't just grow—they lead. They define their industry's future rather than reacting to it. They attract the clients, talent, and opportunities that others chase.

You can't just "market" your way to growth. Sustainable, profitable, strategic growth happens by design. The *Growth Framework* is that design. The rest is execution.

But execution isn't effort; it's training with intent. The best firms don't get dropped because they're lucky. They train. They prepare. They commit to clarity when others drift into complexity.

Don't get dropped. Train to do the dropping.

Choose to lead. Choose to win.

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“It doesn’t get easier. You just get faster.”

— Greg Lemond
US Cyclist and 3-time Tour de France Champion

About the Author

Jeff McKay is the founder of Prudent Pedal and a strategic advisor to professional services firms that refuse to coast. A former senior marketing executive at several top consulting firms, Jeff brings three decades of hands-on experience helping leaders align strategy, brand, and execution to accelerate growth.

He created the Prudent Pedal Growth Framework to help firms overcome the structural barriers that stall performance—and build the discipline to scale with purpose. Jeff writes, coaches, and speaks at the intersection of strategy, culture, and client acquisition.

Jeff is also an avid cyclist, which is how the metaphor in this paper found its legs.

About Prudent Pedal

Prudent Pedal helps consulting, IT, strategy, and expertise-driven B2B firms build the systems that drive sustainable, profitable growth.

We work with firms that want more than noise or incrementalism. They want focus, traction, and strategic momentum.

Our core offerings include:

- **Fractional CMO Services** – Executive marketing leadership without the full-time overhead
- **Marketing Strategy** – A clear plan to position your firm, define your market, and win
- **Marketing Coaching** – For emerging leaders who want to think—and perform—at a higher level

Learn more at www.prudentpedal.com

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